



MANAGEMENT COMMITTEE APPRAISAL POLICY

First Approved: xxxx

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Hillhead Housing Association Management Committee Appraisal Policy

1. Introduction

The Scottish Housing Regulator's (SHR) most recent Regulatory Framework includes a requirement for the contribution of all Committee members to be reviewed annually. This annual review should be Committee wide, as well as including a review of individual governing board members.

SHR Regulatory Framework (Regulation of Social Housing in Scotland, 2019)

The SHR's guidance includes a number of standards which are especially relevant for appraisals :

The governing body annually assesses the skills, knowledge, diversity and objectivity it needs to provide capable leadership, control and constructive challenge to achieve the RSL's purpose, deliver good tenant outcomes, and manage its affairs. It assesses the contribution of continuing governing body members, and what gaps there are that need to be filled. (Standard 6.2)

The RSL ensures that all governing body members are subject to annual performance reviews to assess their contribution and effectiveness. The governing body takes account of these annual performance reviews and its skills needs in its succession planning and learning and development plans. The governing body ensures that any non-executive member seeking re-election after nine years' continuous service demonstrates continued effectiveness. (Standard 6.3)

The RSL ensures that all new governing body members receive an effective induction programme to enable them to fully understand and exercise their governance responsibilities. Existing governing body members are given ongoing support and training to gain, or refresh, skills and expertise and sustain their continued effectiveness. (Standard 6.5)

The RSL has a formal, rigorous and transparent process for the election, appointment and recruitment of governing body members. The RSL formally and actively plans to ensure orderly succession to governing body places to maintain an appropriate and effective composition of governing body members and to ensure sustainability of the governing body. (Standard 6.1)

The aim of the Hillhead Housing Association Committee review and appraisal process is to generate a number of positive outcomes for the Association and its Committee:

- Committee members are more aware of/reminded of their roles and responsibilities
- Committee members become aware of their strengths, and any areas for development
- Any skills gaps on the Committee become more obvious, allowing steps to be taken to develop existing members and/or recruit new Committee members
- There is greater self and group awareness
- Committee members overall have a better understanding of the SHR's Regulatory Framework and their role in good governance.

2. The Appraisal Process – the Association’s Approach

The Hillhead Housing Association annual appraisal is an assessment of the effectiveness of the Committee overall, both at a collective and an individual level, measured against the SHR’s Regulatory Standards. It is currently carried out for the Association by SHARE, the national learning and development organisation for housing organisations in Scotland.

The approach SHARE takes to the review and appraisal comprises three stages.

Stage 1 – Development

- Providing a draft Committee appraisal questionnaire for discussion and amendment. The questionnaire reflects the SHR’s updated Standards of Governance and Financial Management.
- Carrying out a presentation to the Committee and explaining the process.
- Attending a Committee meeting to observe members’ contributions, the meeting process and its dynamics.
- Agreeing whether or not a 360° assessment of the performance of the Chair of the Management Committee will be included.

Stage 2 – Survey and interviews

- Issuing a link to the self-assessment appraisal questionnaire on Survey Monkey (hard copy surveys will be provided for any Committee members who would rather complete it on paper).
- Carrying out one-to-one meetings with all Committee members individually. These meetings build on each member’s responses to the appraisal survey and give them the opportunity to look at other areas relating to their involvement with the Committee.

Stage 3 – Analysis and Feedback

- Providing a comprehensive feedback report, including recommendations, drawing on the survey findings and discussion points from the one-to-one meetings and Committee meeting observation.
- Presentation of the findings at a Committee meeting, for discussion and consideration.
- Producing an individual learning report for each Committee member.
- Developing an overall training plan for the whole Committee.

The feedback report covers the results for the Committee as a whole, as individual confidentiality must be maintained for Committee members.

The Association will use the findings and recommendations from the report to review and update the organisation’s training and development plan. This supports the business plan for the year ahead and is linked to the agreed business objectives, which form part of the Association’s internal management plan.

3. 360° for Chair of the Management Committee

A set of questions can be included in the appraisal survey which enable Committee members to individually feedback on the performance of the Chair over the last year. High level collated results are then summarised in the appraisal report, with more detailed feedback given to the Chair as part of their individual learning statement.

The 360° will only take place when the Chair has been in place for one year or more.

4. Succession Planning

A succession plan will identify when vacancies are likely to occur (both for ordinary Committee members and for Office Bearers). This will be the basis for ensuring that there is an effective transition plan in place to ensure the overall composition of the Committee, in terms of numbers and skills.

By undertaking the annual review and appraisal in sufficient time each year the Association and Committee will be aware of any skill gaps that year six months ahead of the AGM (and whether these can be filled by training and/or new Committee members).

5. Nine Year Rule

The Committee will also take account of the regulatory requirement which states that *'The governing body ensures that any non-executive member seeking re-election after nine years' continuous service demonstrates continued effectiveness.'* (Extract from Standard 6.3)

Any Committee member who is seeking to be re-elected to a fourth (or subsequent term) of office will be subject to a review before they can do so, as they will have accrued nine years or more experience through continuous service with a single housing association. The review will assess their continued effectiveness and objectivity. (This assessment will form part of the relevant Committee member's annual appraisal, rather than being a separate process.)

A template is attached as Appendix C. Any review will include the member's objectivity, enthusiasm, capacity to embrace and/or drive change and their participation in ongoing training and development.

The succession plan will include details of experienced members who are seeking re-election for a fourth (or subsequent) term.

6. Additional Information

The attached appendices give further information on elements of the review and appraisal process:

Appendix A – Indicative outline of the Survey Monkey questionnaire

Appendix B – Outline of the one-to-one discussions

Appendix C – 9 Year Rule Discussion Points

Appendix D – Individual Learning Statement outline

Appendix A – Indicative outline of Survey Monkey questionnaire Section 1 - About You

This sections asks for background information from each Committee member.

- How long have you been on the Committee?
- What motivated you to join the Committee?
- For you, what were the highlights of being involved with the Committee and Association in the last 12 months?
- Are you interested in any particular aspects of the Committee's work?
- If appropriate training and support were provided, would you be interested in serving as an Office Bearer on the Committee (for example, Chair, Vice Chair, Treasurer)?
- Have you any plans to step down from the Committee in the next 1 - 3 years?
- How do you prefer to learn?

Section 2 – Knowledge, Skills and Expertise (based on Regulatory Standards)

Committee members are asked to score themselves against a range of statements under the following:

- Leading and directing the Association.
- Being open and accountable.
- Ensuring the financial well-being of the Association.
- Identifying and mitigating risk.
- Acting with honesty and integrity.
- Having the knowledge to be effective.
- Having the skills to be effective.
- Managing organisational change, acquisitions or disposals.

Section 3 – Appraisal of Management Committee Chair

Covers overall performance of the Chair of the Committee.

Section 4 – Final Comments

Allows Committee members to comment on how useful the appraisal survey was and give any final comments they may have on process or additional skills or development needs.

Appendix B – Outline of one-to-one discussions

Sample of questions which may be covered with Committee members in one-to-one conversations.

Background to Committee involvement

- How long have you been on the Committee?
- Why did you join?

Role as a Committee member

- Understanding of main challenges for the Association
- Time spent on Committee work
- How keep you up to date with policy and legislative changes?

Views on how well the Committee works as a team

- What would make the Committee more effective?
- Is there the right mix of skills, abilities and knowledge?

About the Association, its governance and performance

- How does the Committee ensure the Association is well-governed?
- How is risk managed?
- How do you know the Association is doing well?
- Are there any weaknesses in the Association's systems?
- How does the Association take account of the views/priorities of tenants and others in strategies, policies, decisions?
- Is the Association doing enough to attract new Committee members?
- Have you signed the Code of Conduct for Committee members?

Relationship with senior staff

- What's the relationship between the Committee and senior staff like?
- How do you ensure senior staff have the skills and knowledge to deal with the challenges facing the Association currently and over the next three years?

Appendix C - Nine Year Rule Discussion Points

Sample of questions which may be covered with those Committee members who have over nine years' service.

- How do you think your role as a Committee member has changed during your time with the housing association?
- Do you find being a Committee member more or less rewarding/interesting now than three years ago? Why?
- What do you expect to contribute over the coming three years?
- What do you think the housing association's priorities over the next three years will be? How will you contribute individually to achieving them?
- Is there anything you would do differently as a Committee member over the next three years? Why?
- How would you describe your contribution to the housing association?
- How do you make sure that you can rely on the information that you're given as a Committee member?
- How do you keep up to date with things?
- Do you feel that other members of the Management Committee value your experience? How is this demonstrated?

Appendix D – Individual Learning Statement outline

The information below is included in the individual learning statements provided to each Committee member.

Average score for each of the areas covered in the appraisal survey:

- Leading and directing the Association.
- Being open and accountable.
- Ensuring the financial well-being of the Association.
- Identifying and mitigating risk.
- Acting with honesty and integrity.
- Having the knowledge to be effective.
- Having the skills to be effective.
- Managing organisational change, acquisitions or disposals.

Any areas for development are highlighted, linked to the report recommendations

Reflections section:

- How are you developing your areas of strength?
- Are you using your areas of strength to contribute to the Committee? If not, how could you do more?
- How will you develop or compensate for the areas where you have a slightly lower score?

Personal Development Plan section (for completion by the individual Committee member)

- My learning needs
- How learning goals will be achieved
- Any help needed and from who
- When goals will be completed